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## Incentive Awards Canada

## Primes d'encouragement Canada

# Annual Report 1982-83

# Canada

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## INTRODUCTION

On November 28, 1952 the Treasury Board authorized the implementation of the Suggestion Award Program; the cornerstone of a plan which now embraces five active programs. Whether employee contributions are in the form of worthwhile suggestions, meritorious deeds or outstanding performance, the Incentive Award Plan enables management to give suitable recognition whenever it has been earned.

The 1982-83 fiscal year was one of particular significance to the Incentive Award Plan as this marked its 30th year of operation. Over the years, all programs have realized a considerable degree of success and have stood up under the scrutiny of several studies aimed at testing their viability. Awards are reviewed on a regular basis and, where possible, are compared to those granted by other governments and the private sector. The Incentive Award Board has been careful to monitor changes in the workplace and to adjust its programs to meet new requirements.

Tens of thousands of employees have benefited from the Incentive Award Plan over the past three decades. While over a thousand have been honoured through performance oriented programs, many more have received recognition which marked the milestones in their careers. Also attributable to this period was the employee-induced reduction in government expenditure of more than \$150 million; a significant figure when one considers that only \$37,000 was saved during the first year.

Operations during the period under review showed no significant deviation from forecasted performance. The Incentive Award Board Secretariat was successful in meeting its objective to improve communications with participating organizations. To this end, its officers visited several department co-ordinators and senior managers responsible for award programs to discuss problems of mutual concern. These visits proved helpful in identifying program strengths and weaknesses from the departments' point of view and enabled the Secretariat to respond to the specific needs of certain organizations. This included briefings to management and employees in the National Capital Region and elsewhere.

Full details on the operation of each program under the Incentive Award Plan are presented in this report.

## INCENTIVE AWARD BOARD

### CHAIRMAN

Dr. Peter Meyboom  
Deputy Secretary  
Administrative Policy Branch  
Treasury Board

### MEMBERS

Mr. Roma Bertrand  
Senior Deputy Commissioner  
Correctional Service Canada

Mr. Donald K. Goodwin  
Assistant Deputy Minister  
Indian and Inuit Affairs Program  
Indian and Northern Affairs

Major-General C.M. Kinney  
Associate Assistant  
Deputy Minister  
Policy  
Department of National Defence

Mr. Guy Leclerc  
Assistant Chief Statistician  
Economic Statistics Field  
Statistics Canada

Mrs. Wendy Porteous  
Assistant Deputy Minister  
Operations  
Labour Canada

## OUTSTANDING ACHIEVEMENT AWARDS

Since this program's inception, eighteen public servants have been honoured with Outstanding Achievement Awards. In 1966, it was introduced as the Prime Minister's program and declared to be the highest award in the Public Service; its stature remains unchanged today. Nominees must be members of the Public Service serving at the executive level. As the aim of the program is to acknowledge excellence over a broad range of Public Service endeavours, candidates may be found in every field imaginable. A maximum of five awards may be granted each year in recognition of the most worthy examples of outstanding achievement.

Response to the call for 1982 nominations showed no significant deviation from previous years. These nominations will be reviewed by the Prime Minister's Selection Committee and following the announcement of the recipients, an award ceremony will be held at Government House. In keeping with past presentations, His Excellency the Governor General will present the awards, in the presence of the Prime Minister and other distinguished guests.

### PAST RECIPIENTS

|      |   |
|------|---|
| 1966 | Wilfrid B. Lewis, C.C.  |
| 1967 | Robert B. Bryce, C.C.   |
| 1968 | Louis Rasminsky, C.C.   |
| 1969 | Marcel Cadieux, C.C.  |
| 1970 | James M. Harrison, C.C.   |
| 1971 | Norman McLaren, C.C.  |
| 1972 | R. Gordon Robertson, C.C.   |
| 1973 | A. Edgar Ritchie, C.C.  |
| 1974 | S. Simon Reisman, O.C.  |
| 1975 | Jack H. Warren  |
| 1976 | Stuart M. Hodgson, O.C.   |
| 1977 | Sylvain Cloutier, O.C.  |
| 1978 | Thomas K. Shoyama, O.C.   |
| 1981 | W. Edmund Clark<br>Klaus Goldschlag<br>Gaétan Lussier, O.C.<br>Gordon F. Osbaldeston, O.C.<br>Douglas F. Parkhill |

## SUGGESTION AWARD PROGRAM

One of the most effective instruments for acknowledging employee contributions to the Public Service is the Suggestion Award Program. Thirty years later, the original purpose of the program remains valid and essentially unchanged. An extract from our regulations states it simply:

“It is the policy of the government in the areas of personnel management to provide, to persons employed in the Public Service, recognition for practical suggestions for improvements.”

During the past fiscal year, the level of activity in the program declined with 25 departments participating; down from last year's level of 26 active organizations. In spite of this and the fewer suggestions received, savings increased significantly to a record high of \$11.4 million. Also worth noting is that many awards were granted for significant intangible benefits which cannot be quantified. These include improvements in such areas as service to the public, safety and the work environment. Of the 2587 suggestions received from employees, 776 awards were granted at a total cost of \$255,385.

Early in the fiscal year, many participating organizations expressed a need for a training seminar, to be sponsored by the Incentive Award Board Secretariat. In response to these requests, a Suggestion Award Workshop was held for the benefit of program co-ordinators. Several of the 42 participants provided positive feedback, highlighting a continuing need for program education. A further indication of the success of this workshop was a noticeable reduction in errors on award submissions from departments. The network of co-ordinators throughout the participating organizations is the lifeline of this program; many do excellent work. However, a high turnover of personnel continues to deny the program a stable force of experienced and well-trained co-ordinators. As this situation is not likely to change, co-ordinator training will continue to be a high priority.

Promotion of this program is essential to its success and departments are encouraged to take an active role. For its part, the Incentive Award Board Secretariat distributed 80,000 posters and 55,000 pamphlets to participating organizations. In an attempt to reach a greater portion of the target population, some variation in the style of promotion material has been trialed. In spite of this, indications are that considerable work remains to be done to elicit the desired response from potential suggesters.

Sharing one of the largest awards granted during the period were MCpl T.E. Nickerson and Cpl J.P. Mahoney, both from Canadian Forces Base Gagetown. Prior to their suggestion, an extensive parts replacement program was necessary to correct a fault in Leopard Tanks subjected to the rugged terrain particular to New Brunswick. After a distance of approximately 1000 km, the tanks showed excessive wear on the final-drive housing assemblies. To eliminate the premature breakdown of these units, the suggesters designed a steel wear-strip to be installed on the housing assemblies. An award of \$7,600 was granted for their suggestion which resulted in savings of \$615,256.

Mr. Russell C. Lavallée of Nepean, Ontario was awarded \$1750 for his suggestion which resulted in net savings of \$35,010 for his department. When Agriculture Canada was faced with a capital expenditure for two replacement manure spreaders, the suggester proposed the in-house construction of a single, large-capacity spreader. With his considerable technical skill, he cannibalized the two unserviceable units and built an efficient spreader capable of carrying twice the volume of commercial models. Extensive testing proved that this unit was equivalent in performance, if not superior, to the spreaders available in the marketplace.

Coast Guard's Western Region is making good use of a suggestion submitted by Mr. Sam Delicato of Victoria, British Columbia. In the past, concrete anchors used to secure navigational aids were produced using vertical, knock-down wooden forms. The suggester proposed the use of permanent tapered forms which could be lifted free, by means of a crane, once the concrete had set. Savings in labour and materiel were in excess of \$9700 and for this an award of \$690 was paid.

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#### **SAVINGS RESULTING FROM EMPLOYEE SUGGESTIONS**

**millions of dollars**

---

**14**

---

**12**

---

**10**

**8**

**6**

**4**

**2**

**0**

**77-78**

**78-79**

**79-80**

**80-81**

**81-82**

**82-83**

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#### **SUGGESTION AWARD PROGRAM**

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## MERIT AWARD PROGRAM

At the close of its 19th year of operation the recognition afforded through the Merit Award Program continues to contribute to improved employer/employee relations. While management has been free to make use of the program on an "as required" basis, participation has not been high. However, this is in keeping with the main theme of the program which aims to recognize only unusually high levels of performance.

The Incentive Award Board approved 64 submissions during the past fiscal period, enabling 14 departments to recognize the meritorious contribution of 105 employees. While the definition of meritorious contribution is long and detailed, it is sufficient here to state it as superior or outstanding performance. The following are a few examples of contributions recognized under this program.

1. Ms. Maria Osser was recommended for a Merit Award in recognition of many years of exemplary performance and her contribution of unusual merit as Project Manager for the Mirabel Passenger Transfer Vehicles Garage Project.

Since the beginning of her employment in Transport Canada in 1973, Ms. Osser has distinguished herself with high level performance in three areas of responsibility: as assistant to the Chief of Terminal Building Design and Construction at the Mirabel Project Office; Chief of Environment Control (additional duties which she assumed at her own request); and in the design of the Charlottetown Terminal Building.

During the past four years, Ms. Osser has acted as Project Manager for the Mirabel Garage, a \$2.5 million storage and maintenance facility. In addition to these duties she was required to undertake the responsibilities of architect, as none was available for this project. In spite of this heavy workload, Ms. Osser performed her duties in a most professional manner. She consistently maintained an appropriate level of concern for the efficient use of resources and ensured that the terms and conditions of contracts were fulfilled in the best interest of the Crown. Because of Ms. Osser's dedication, this project was completed on schedule, within budget and to the client's entire satisfaction.

The Incentive Award Board granted an award of \$2,000.

2. Consumer and Corporate Affairs Canada nominated Mr. W.C. Howe for a Merit Award in recognition of the successful conclusion of a major investigation. Mr. Howe exhibited extraordinary dedication and diligence in all matters from the time he joined the Marketing Practices Branch in 1971 as an investigator. Over the years, he has consistently requested and been assigned investigations concerning particularly complex cases. His high success rate attests to the degree of commitment with which he undertakes all assignments.

Mr. Howe's most significant case had considerable impact on the sales and appraisal sector of the jewelry industry. While investigating two high profile operations promoting the sale of unset diamonds, Mr. Howe discovered questionable sales practices which offered diamonds at greatly reduced prices. The stones were of poor quality and the claimed appraisal values were inflated. Irregularities discovered during the investigation were reported to the Royal Canadian Mounted Police and they initiated an inquiry.

Mr. Howe assisted the RCMP in their investigation which was extended to reputable business firms, including large retail chain stores. The convictions that followed proved that consumers across Canada were defrauded by the firms involved. As a result of Mr. Howe's contribution the industry was forced to take corrective action. Benefits, due to steps taken by the jewelry industry to improve marketing and pricing practices, can be estimated in the millions of dollars.

The Incentive Award Board granted an award of \$2,000.

3. Public Works Canada nominated the five members of a Central Heating Plant Tune-up Team for an award under the group achievement category in recognition of their contribution to resource conservation. Their dedication, initiative and ability to carry out in-depth research resulted in millions of dollars saved in energy consumption and plant retrofit. When the team's capabilities to effectively provide a much needed service were recognized, demand for their skills grew to the point where they service 380 large boilers across Canada. As this represents almost all large government heating plants, the team is under considerable pressure to cope with the workload.

In addition to what could be considered as a normal service, team members have successfully solved problems where private consultants failed. For example, the Springhill Institution in Nova Scotia had serious boiler tube failures which could not be corrected by outside sources. Replacing the boiler at a cost of \$1.5 million seemed to be the only solution. The tune-up team responded by diagnosing and solving the problem, thus avoiding the costly replacement. In this case as in many others, the client expressed appreciation for the caliber of service provided by the team. Also significant is that the team initiated the development of two programs which were well received by both government and private sector. They were the Computerized Boiler Efficiency Curves Program and the Computerized Boiler Performance Monitoring System for central heating plants. The latter won a Canadian Consulting Engineering Design Award.

The Incentive Award Board granted an award of \$5,000 to be shared equally by team members.

## THE LONG SERVICE AWARD PROGRAM

By far the most active program under the Incentive Award Plan is the Long Service Award Program. During the past year, there has been no change in the type of recognition available under this program. With the exception of retirement medallions which are available through Supply and Services Canada, the Incentive Award Board Secretariat provides all forms of recognition for presentation to employees. The year's activity is presented in the following table.

### LONG SERVICE AWARD PROGRAM

| CATEGORY  | AWARD  | ACTIVITY LEVEL |
|---|--|----------------|
| 25 years service                                | plaque   | 4,827          |
| Recognition for service<br>(deceased)           | certificate of service<br>for presentation to<br>next-of-kin | 172            |
| Retirement after 10 or<br>more years of service | retirement certificate                                       | 7,090          |
| Retirement after 35 or<br>more years of service | medallion  | 536            |

## SENIOR OFFICER RETIREMENT PROGRAM

In keeping with the tradition established at the request of the former Governor General, the Right Honourable Jules Léger, senior officers who retired in 1982 will be honoured at a ceremony at Government House. The senior officers listed below will be presented with Senior Officer Retirement Certificates.

| NAME              | DEPARTMENT                                 | LAST APPOINTMENT                                     |
|-------------------|--|--|
| Robert Adamson    | Canada Mortgage and<br>Housing Corporation | Vice-President                                       |
| Lionel Barrière   | Canada Post                                | Ombudsperson, Assistant<br>Deputy Postmaster General |
| John D. Boyd      | Employment and Immigration<br>Canada       | Executive Director                                   |
| Roderick D. Brown | Indian and Northern<br>Affairs Canada      | Special Program<br>Adviser                           |

| NAME                    | DEPARTMENT  | LAST APPOINTMENT   |
|-------------------------|---|--|
| John F. Cochrane        | Canada Post   | Managing Director<br>Service Improvement<br>Centre                               |
| Lewis G. Crutchlow      | National Defence  | Assistant Deputy<br>Minister   |
| André Fortier           | Social Sciences and<br>Humanities Research<br>Council of Canada | President  |
| Harold E. Garland       | Revenue Canada (Taxation)                                       | Assistant Deputy<br>Minister   |
| Charles Gibbings        | Canadian Wheat Board  | Commissioner   |
| John G. Harlstead       | External Affairs  | Ambassador and<br>Permanent Represen-<br>tative to the North<br>Atlantic Council |
| Stephen Handfield-Jones | Department of Finance<br>Canada                                 | Assistant Deputy<br>Minister   |
| William L. Haney        | Privy Council Office  | Senior Adviser   |
| Ralph L. Hennessy       | Standards Council of<br>Canada                                  | Executive Director   |
| Richard Humphrys        | Department of Insurance   | Superintendent   |
| Albert W. Johnson       | Canadian Broadcasting<br>Corporation                            | President  |
| Hubert L. Laframboise   | Treasury Board of<br>Canada (Secretariat)                       | Temporary Assignment<br>Pool Officer   |
| David Levin             | Department of Finance<br>Canada                                 | General Director   |
| Douglas T. McFarlane    | Veterans Affairs<br>Canada                                      | Deputy Chairman<br>War Veterans<br>Allowance Board                               |

| NAME                  | DEPARTMENT                              | LAST APPOINTMENT   |
|-----------------------|---|--|
| Walter M. McLeish     | Transport Canada                        | Administrator Canadian Air Transportation Administration |
| Arthur R. Menzies     | External Affairs Canada                 | Ambassador for Disarmament                               |
| John A. Morrison      | Revenue Canada (Taxation)               | Assistant Deputy Minister                                |
| Wallace A. Muir       | Office of the Auditor General of Canada | Deputy Auditor General                                   |
| Ernest A. Oestreicher | Department of Finance Canada            | General Director   |
| Paul Ollivier         | Department of Justice Canada            | Associate Deputy Minister                                |
| Robert W. Rapley      | Canada Post                             | Group General Manager                                    |
| Frank J. Roberts      | Canadian National Railways              | Chairman and Chief Executive Officer Via Rail            |
| Basil Robinson        | Public Service Commission of Canada     | Group Head   |
| Albert C. Taylor      | Public Archives Canada                  | Executive Director                                       |

**STATEMENT OF EXPENDITURES**

**INCENTIVE AWARD BOARD**

|                                       | <b><u>1981-82</u></b> | <b><u>1982-83</u></b> |
|---------------------------------------|-----------------------|-----------------------|
| Outstanding Achievement Award Program | \$                    | \$ 17,710             |
| Resource Management Award Program     | 5,000                 |                       |
| Suggestion Award Program              | 271,260               | 255,385               |
| Merit Award Program                   | 64,550                | 79,600                |
| Long Service Award Program            | 79,718                | 79,209                |
| Information                           | 14,053                | 13,473                |
| Other                                 | 3,515                 | 3,576                 |
| <b>TOTAL</b>                          | <b>\$438,096</b>      | <b>\$448,953</b>      |

**MERIT AWARD PROGRAM  
STATEMENT OF OPERATIONS**

**APPENDIX A**

| Fiscal Year | Organizations Participating | Submissions Approved | Number of Individual Awards | Total Paid |
|-------------|-----------------------------|----------------------|-----------------------------|------------|
| 1964-65     | 1                           | 1                    | 2                           | \$ 1,000   |
| 1965-66     | 5                           | 9                    | 12                          | 6,900      |
| 1966-67     | 2                           | 2                    | 2                           | 1,500      |
| 1967-68     | 6                           | 15                   | 20                          | 10,600     |
| 1968-69     | 6                           | 19                   | 19                          | 16,450     |
| 1969-70     | 7                           | 13                   | 15                          | 15,200     |
| 1970-71     | 12                          | 21                   | 23                          | 25,500     |
| 1971-72     | 12                          | 30                   | 34                          | 44,500     |
| 1972-73     | 14                          | 40                   | 45                          | 55,000     |
| 1973-74     | 16                          | 54                   | 62                          | 68,500     |
| 1974-75     | 10                          | 51                   | 52                          | 50,350     |
| 1975-76     | 12                          | 46                   | 52                          | 58,550     |
| 1976-77     | 14                          | 43                   | 68                          | 54,750     |
| 1977-78     | 12                          | 60                   | 82                          | 84,500     |
| 1978-79     | 12                          | 62                   | 76                          | 77,550     |
| 1979-80     | 15                          | 81                   | 188                         | 108,150    |
| 1980-81     | 13                          | 87                   | 119                         | 89,600     |
| 1981-82     | 14                          | 64                   | 114                         | 64,550     |
| 1982-83     | 14                          | 64                   | 105                         | 79,600     |

**MERIT AWARD PROGRAM  
1 April 1982 – 31 March 1983**

| Department | Approved Submissions | Number of Recipients | Awarded Certificate only * | Awarded Certificate & Cash |
|------------|----------------------|----------------------|----------------------------|----------------------------|
| AGR        | 2                    | 2                    | 2                          | —                          |
| CCA        | 4                    | 4                    | 1                          | \$ 6,000                   |
| CSC        | 2                    | 2                    | —                          | 3,000                      |
| EC         | 4                    | 4                    | —                          | 5,500                      |
| EIC        | 7                    | 8                    | —                          | 7,750                      |
| F&O        | 2                    | 2                    | —                          | 4,000                      |
| ITC & DREE | 1                    | 1                    | —                          | 1,500                      |
| ND         | 16                   | 16                   | 2                          | 17,000                     |
| PW         | 2                    | 6                    | —                          | 6,000                      |
| RCMP       | 1                    | 1                    | —                          | 1,500                      |
| SS         | 1                    | 1                    | —                          | 1,000                      |
| SSC        | 4                    | 7                    | 1                          | 3,000                      |
| TB         | 1                    | 1                    | —                          | 1,000                      |
| TC         | 17                   | 50                   | 1                          | 22,350                     |
|            | 64                   | 105                  | 7                          | 79,600                     |

\* Employees who are part of a pay system which permits management to grant pay increases or bonuses for superior performance may, when approved by the Board, receive a Merit Award which does not include cash.

**SUGGESTION AWARD PROGRAM**  
**CONSOLIDATED STATISTICAL REPORT**

## APPENDIX B

| ORGANIZATIONS                                       | NUMBER OF EMPLOYEES | SUGGESTIONS RECEIVED |                   |               | Suggestions Adopted      |             | CASH AWARDS                |                | SAVINGS       |                      |                          |
|---|---------------------|----------------------|-------------------|---------------|--------------------------|-------------|----------------------------|----------------|---------------|----------------------|--------------------------|
|   |                     | NUMBER               | PER 100 EMPLOYEES | OTHER SOURCES | INVESTIGATIONS COMPLETED | NUMBER      | % OF COMPLETED SUGGESTIONS | NUMBER         | AMOUNT        | AVERAGE              | FROM ADOPTED SUGGESTIONS |
| Agriculture Canada                                  | 9,591               | 64                   | .7                | 10            | 44                       | 4           | 9                          | 4              | 3,055         | 763.75               | 57,636.00                |
| Atomic Energy Control Board                         | 220                 |                      |                   |               |                          |             |                            |                |               |                      | 14,409                   |
| Auditor General's Office                            |                     |                      |                   |               |                          |             |                            |                |               |                      |                          |
| Canadian Human Rights Commission                    | 127                 |                      |                   |               |                          |             |                            |                |               |                      |                          |
| Commissioner of Official Languages                  | 128                 |                      |                   |               |                          |             |                            |                |               |                      |                          |
| Cdn. Intergovernmental Conference Centre            | 22                  |                      |                   |               |                          |             |                            |                |               |                      |                          |
| Cdn. International Development Agency               | 1,059               | 2                    | .2                | —             | 2                        | —           |                            |                |               |                      |                          |
| Cdn. Transport Commission                           | 752                 | 2                    | .3                | 3             | 2                        | 1           | 50                         | 1              | 100           | 100.00               |                          |
| Communications Canada                               | 2,363               | 52                   | 2.2               | 11            | 20                       | 1           | 5                          | 1              | 100           | 100.00               |                          |
| Consumer and Corporate Affairs                      | 2,398               | 41                   | 1.7               | 11            | 50                       | 18          | 36                         | 17             | 4,450         | 261.77               | 103,089.31               |
| Correctional Service of Canada                      | 10,748              | 35                   | .3                | —             | 31                       | 2           | 6.4                        | 2              | 3,250         | 1,625.00             | 119,392.00               |
| Economic Development (Ministry of State for)        | 265                 | —                    | —                 | —             | 1                        | —           |                            |                |               |                      | 59,696                   |
| Employment and Immigration Canada                   | 25,992              | 539                  | 2.1               | —             | 561                      | 85          | 15                         | 84             | 31,110        | 370.36               | 698,770.38               |
| Energy, Mines and Resources                         | 4,124               | 14                   | .3                | 6             | 25                       | 5           | 20                         | 5              | 970           | 194.00               | 10,348.20                |
| Environment Canada                                  | 11,910              | 59                   | .5                | 9             | 42                       | 5           | 12                         | 5              | 2,135         | 427.00               | 42,974.00                |
| External Affairs                                    | 8,127               | 24                   | .3                | 6             | 25                       | 5           | 20                         | 5              | 3,540         | 708.00               | 157,389.06               |
| Federal Court of Canada                             | 146                 | —                    | —                 | —             | —                        |             |                            |                |               |                      | 31,478                   |
| Finance, Treasury Board, Comptroller General        | 1,710               | 6                    | .4                | —             | 4                        | —           |                            |                |               |                      |                          |
| Fisheries and Oceans                                | 6,700               | 28                   | .4                | —             | 34                       | 8           | 24                         | 8              | 4,375         | 546.88               | 196,986.08               |
| Health and Welfare Canada                           | 9,056               | 26                   | .3                | 13            | 43                       | 1           | 2.3                        | 1              | 865           | 865.00               | 3,456.00                 |
| Indian and Northern Affairs                         | 6,412               | 6                    | .1                | 3             | 11                       | —           |                            |                |               |                      |                          |
| Industry, Trade & Commerce and Reg. Economic Expan. | 3,033               | —                    | —                 | —             | —                        |             |                            |                |               |                      |                          |
| Insurance   | 204                 | 3                    | 1.5               | —             | 3                        | 1           | 33                         | 1              | 50            | 50.00                | 262.50                   |
| Justice   |                     |                      |                   |               |                          |             |                            |                |               |                      | 263                      |
| Labour  | 834                 | 2                    | .2                | —             | 1                        | —           |                            |                |               |                      |                          |
| Library of Parliament                               | 218                 | 17                   | 7.8               | —             | 13                       | 5           | 38.5                       | 5              | 945           | 189.00               | 4,530.00                 |
| National Capital Commission                         | 850                 | —                    | —                 | 1             | —                        |             |                            |                |               |                      | 906                      |
| National Defence                                    | 119,437             | 475                  | .4                | 8             | 523                      | 239         | 45.7                       | 239            | 89,540        | 374.65               | 1,761,877.19             |
| National Energy Board                               | 456                 | 3                    | .7                | —             | 3                        | —           |                            |                |               |                      | 7,372                    |
| National Library of Canada                          | 580                 | 2                    | .3                | —             | 1                        | —           |                            |                |               |                      |                          |
| National Museums of Canada                          | 1,066               | —                    | —                 | —             | —                        |             |                            |                |               |                      |                          |
| Parole Board Canada                                 | 300                 | —                    | —                 | —             | —                        |             |                            |                |               |                      |                          |
| Post Office   | 62,450              | —                    | —                 | —             | 815                      | 190         | 23                         | 190            | 55,425        | 291.71               | 7,013,191.45             |
| Privy Council Office                                | 525                 | —                    | —                 | —             | —                        |             |                            |                |               |                      | 36,912                   |
| Public Archives Canada                              | 791                 | 4                    | .5                | —             | 3                        | 2           | 67                         | 2              | 350           | 175.00               |                          |
| Public Service Commission                           | 2,548               | 15                   | .6                | 9             | 20                       | 4           | 20                         | 4              | 2,180         | 545.00               | 40,825.60                |
| Public Works Canada                                 | 8,097               | 100                  | 1.2               | 40            | 140                      | 19          | 13.5                       | 19             | 7,635         | 401.84               | 481,680.73               |
| Revenue (Customs and Excise)                        | 10,772              | 95                   | .9                | 2             | 88                       | 8           | 9                          | 8              | 1,470         | 183.75               | 16,937.78                |
| Revenue (Taxation)                                  | 15,296              | 199                  | 1.3               | 6             | 174                      | 15          | 8.6                        | 15             | 2,515         | 167.67               | 29,495.41                |
| Royal Canadian Mounted Police                       | 20,679              | 242                  | 1.2               | 6             | 266                      | 26          | 9.8                        | 25             | 6,825         | 273.00               | 154,370.11               |
| Science and Technology (Ministry of State for)      | 150                 | —                    | —                 | 4             | —                        | —           |                            |                |               |                      |                          |
| Science Council of Canada                           | 66                  | 1                    | 1.5               | —             | —                        | —           |                            |                |               |                      |                          |
| Secretary of State                                  | 3,296               | 8                    | .2                | 5             | 3                        | —           |                            |                |               |                      |                          |
| Statistics Canada                                   | 5,028               | 55                   | 1.1               | 5             | 48                       | 8           | 17                         | 8              | 4,860         | 607.50               | 73,337.50                |
| Supply and Services Canada                          | 10,780              | 89                   | .8                | 90            | 77                       | 19          | 25                         | 19             | 3,750         | 197.37               | 31,865.78                |
| Supreme Court of Canada                             | 60                  | —                    | —                 | —             | —                        | —           |                            |                |               |                      |                          |
| Tariff Board  | 39                  | —                    | —                 | —             | —                        | —           |                            |                |               |                      |                          |
| Transport Canada                                    | 20,554              | 356                  | 1.7               | 3             | 571                      | 116         | 20.3                       | 102            | 24,560        | 240.79               | 414,695.40               |
| Veterans Affairs                                    | 5,222               | 23                   | .4                | 2             | 24                       | 6           | 25                         | 6              | 1,330         | 221.67               | 3,237.07                 |
| <b>TOTALS 1982-83</b>                               | <b>395,181</b>      | <b>2,587</b>         | <b>.7</b>         | <b>3,668</b>  | <b>793</b>               | <b>21.6</b> | <b>776</b>                 | <b>255,385</b> | <b>329.10</b> | <b>11,416,347.55</b> | <b>14,712</b>            |
| <b>TOTALS 1981-82</b>                               | <b>398,124</b>      | <b>3,110</b>         | <b>.8</b>         | <b>3,706</b>  | <b>910</b>               | <b>24.6</b> | <b>898</b>                 | <b>271,260</b> | <b>302.07</b> | <b>7,480,819.38</b>  | <b>8,275</b>             |

**SUGGESTION AWARD PROGRAM  
DISPOSITION OF SUGGESTIONS RECEIVED**

**APPENDIX C**

| ORGANIZATIONS                                       | FROM PREVIOUS<br>YEAR |            | RECEIVED     | SUGGESTIONS<br>fiscal year 1982-83 |                                    |              |                        |
|---|-----------------------|------------|--------------|------------------------------------|------------------------------------|--------------|------------------------|
|   | CARRYOVER             | RE-OPENED  |              | ADOPTED AWARD<br>GRANTED           | ADOPTED,<br>CERTIFICATE<br>GRANTED | NOT ADOPTED  | UNDER<br>INVESTIGATION |
| Agriculture Canada                                  | 40                    |            | 64           | 4                                  |                                    | 40           | 60                     |
| Atomic Energy Control Board                         |                       |            |              |                                    |                                    |              |                        |
| Auditor General's Office                            |                       |            |              |                                    |                                    |              |                        |
| CDN Human Rights Commission                         |                       |            |              |                                    |                                    |              |                        |
| Comm. of Official Languages                         |                       |            |              |                                    |                                    |              |                        |
| CDN Intergovernmental Conference Centre             |                       |            | 2            |                                    |                                    | 2            |                        |
| CDN International Development Agency                |                       |            | 2            |                                    |                                    | 1            | 1                      |
| CDN Transport Commission                            | 1                     |            | 52           | 1                                  |                                    | 19           | 40                     |
| Communications Canada                               | 8                     |            | 41           | 17                                 | 1                                  | 32           | 20                     |
| Consumer & Corporate Affairs                        | 23                    | 6          |              |                                    |                                    |              |                        |
| Correctional Service of Canada                      | 23                    | 10         | 35           | 2                                  |                                    | 29           | 37                     |
| Economic Development (Ministry of State for)        | 1                     |            |              |                                    |                                    | 1            |                        |
| Employment & Immigration Canada                     | 240                   | 2          | 539          | 84                                 | 1                                  | 477          | 219                    |
| Energy, Mines and Resources                         | 18                    | 2          | 14           | 5                                  |                                    | 20           | 9                      |
| Environment Canada                                  | 40                    | 1          | 59           | 5                                  |                                    | 37           | 58                     |
| External Affairs                                    | 9                     |            | 24           | 5                                  |                                    | 20           | 8                      |
| Federal Court of Canada                             |                       |            |              |                                    |                                    |              |                        |
| Finance, Treasury Board, Comptroller General        | 3                     |            | 6            |                                    |                                    | 4            | 5                      |
| Fisheries and Oceans                                | 10                    |            | 28           | 8                                  |                                    | 26           | 4                      |
| Health & Welfare Canada                             | 37                    |            | 26           | 1                                  |                                    | 42           | 20                     |
| Indian & Northern Affairs                           | 11                    | 1          | 6            |                                    |                                    | 11           | 7                      |
| Industry, Trade & Commerce and Reg. Economic Expan. | 1                     |            |              |                                    |                                    |              | 1                      |
| Insurance   | 1                     |            | 3            | 1                                  |                                    | 2            | 1                      |
| Justice   |                       |            |              |                                    |                                    |              |                        |
| Labour  | 3                     |            | 2            |                                    |                                    | 1            | 4                      |
| Library of Parliament                               | 10                    | 1          | 17           | 5                                  |                                    | 8            | 15                     |
| National Capital Commission                         |                       |            |              |                                    |                                    |              |                        |
| National Defence                                    | 617                   | 18         | 475          | 239                                |                                    | 284          | 587                    |
| National Energy Board                               |                       |            | 3            |                                    |                                    | 3            |                        |
| National Library of Canada                          |                       |            | 2            |                                    |                                    | 1            | 1                      |
| National Museums of Canada                          |                       |            |              |                                    |                                    |              |                        |
| Parole Board Canada                                 |                       |            |              |                                    |                                    |              |                        |
| Post Office   | 968                   |            |              | 190                                |                                    | 625          | 153                    |
| Privy Council Office                                |                       |            |              |                                    |                                    |              |                        |
| Public Archives Canada                              | 1                     |            | 4            | 2                                  |                                    | 1            | 2                      |
| Public Service Commission                           | 12                    |            | 15           | 4                                  |                                    | 16           | 7                      |
| Public Works Canada                                 | 81                    | 3          | 100          | 19                                 |                                    | 121          | 44                     |
| Revenue (Customs & Excise)                          | 31                    | 1          | 95           | 8                                  |                                    | 80           | 39                     |
| Revenue (Taxation)                                  | 36                    | 1          | 199          | 15                                 |                                    | 159          | 62                     |
| Royal Canadian Mounted Police                       | 89                    | 19         | 242          | 25                                 | 1                                  | 240          | 84                     |
| Science and Technology (Ministry of State for)      |                       |            |              |                                    |                                    |              |                        |
| Science Council of Canada                           |                       |            | 1            |                                    |                                    |              |                        |
| Secretary of State                                  | 3                     |            | 8            |                                    |                                    | 3            | 8                      |
| Statistics Canada                                   | 9                     | 3          | 55           | 8                                  |                                    | 40           | 19                     |
| Supply and Services Canada                          | 22                    | 7          | 89           | 19                                 |                                    | 58           | 41                     |
| Supreme Court of Canada                             |                       |            |              |                                    |                                    |              |                        |
| Tariff Board  |                       |            |              |                                    |                                    |              |                        |
| Transport Canada                                    | 566                   | 40         | 356          | 102                                | 14                                 | 455          | 391                    |
| Veterans Affairs                                    | 24                    | 7          | 23           | 6                                  |                                    | 18           | 30                     |
| <b>TOTAL 1982-83</b>                                | <b>2,938</b>          | <b>122</b> | <b>2,587</b> | <b>776</b>                         | <b>17</b>                          | <b>2,876</b> | <b>1,978</b>           |

**A COMPARATIVE STUDY OF THE OPERATION OF THE  
SUGGESTION AWARD PROGRAM SINCE ITS INCEPTION**

| Year    | Number of Employees | RECEIVED |                   | APPROVED |                   | PAYMENTS    |               | SAVINGS    |         |
|---------|---------------------|----------|-------------------|----------|-------------------|-------------|---------------|------------|---------|
|         |                     | No.      | Per 100 Employees | No.      | Rate <sup>1</sup> | Total Value | Average Award | Gross      | Average |
| 1953-54 | 122,844             | 3,348    | 2.7               | 126      | 4.0               | \$ 1,905    | \$ 15         | \$ 37,470  | \$ 297  |
| 1954-55 | 126,860             | 3,081    | 2.4               | 199      | 5.0               | 3,664       | 18            | 60,705     | 305     |
| 1955-56 | 134,085             | 3,411    | 2.5               | 319      | 8.3               | 5,336       | 17            | 63,238     | 198     |
| 1956-57 | 304,071             | 5,475    | 1.8               | 575      | 10.3              | 13,194      | 23            | 97,665     | 170     |
| 1957-58 | 309,792             | 7,257    | 2.3               | 536      | 7.0               | 14,387      | 27            | 194,531    | 363     |
| 1958-59 | 311,478             | 10,366   | 3.3               | 1,006    | 9.7               | 33,812      | 34            | 935,136    | 930     |
| 1959-60 | 314,979             | 6,044    | 1.9               | 788      | 13.0              | 29,881      | 38            | 519,267    | 659     |
| 1960-61 | 320,976             | 5,823    | 1.8               | 724      | 12.4              | 26,820      | 37            | 519,062    | 717     |
| 1961-62 | 326,305             | 6,881    | 2.1               | 870      | 12.6              | 37,418      | 43            | 973,419    | 1,119   |
| 1962-63 | 327,402             | 9,783    | 3.0               | 973      | 10.0              | 37,901      | 39            | 673,344    | 645     |
| 1963-64 | 324,472             | 5,611    | 1.7               | 1,042    | 18.6              | 39,856      | 38            | 805,708    | 773     |
| 1964-65 | 319,294             | 4,884    | 1.5               | 897      | 18.5              | 46,663      | 52            | 915,138    | 1,020   |
| 1965-66 | 299,071             | 4,229    | 1.4               | 789      | 18.7              | 40,380      | 51            | 1,161,635  | 1,472   |
| 1966-67 | 290,581             | 3,853    | 1.3               | 641      | 16.6              | 38,504      | 60            | 777,740    | 1,213   |
| 1967-68 | 290,638             | 3,845    | 1.3               | 672      | 19.5              | 46,414      | 69            | 958,457    | 1,426   |
| 1968-69 | 291,231             | 3,904    | 1.3               | 775      | 20.5              | 66,291      | 86            | 685,996    | 885     |
| 1969-70 | 308,022             | 4,299    | 1.4               | 673      | 16.2              | 88,516      | 132           | 1,636,181  | 2,431   |
| 1970-71 | 309,358             | 4,091    | 1.3               | 744      | 17.6              | 94,535      | 127           | 1,281,328  | 1,722   |
| 1971-72 | 307,578             | 4,395    | 1.4               | 744      | 18.7              | 92,710      | 119           | 1,224,620  | 1,582   |
| 1972-73 | 319,573             | 4,368    | 1.4               | 940      | 23.2              | 140,170     | 149           | 2,537,278  | 2,699   |
| 1973-74 | 330,723             | 5,065    | 1.5               | 985      | 21.5              | 164,870     | 167           | 2,594,450  | 2,633   |
| 1974-75 | 338,303             | 4,150    | 1.2               | 860      | 22.0              | 131,345     | 153           | 2,502,956  | 2,910   |
| 1975-76 | 347,323             | 3,753    | 1.1               | 810      | 20.6              | 122,170     | 151           | 2,066,078  | 2,551   |
| 1976-77 | 355,513             | 4,204    | 1.2               | 913      | 19.4              | 165,280     | 181           | 2,864,948  | 3,318   |
| 1977-78 | 364,511             | 4,165    | 1.1               | 868      | 21.4              | 197,595     | 228           | 7,711,461  | 8,884   |
| 1978-79 | 381,449             | 4,460    | 1.2               | 917      | 21.5              | 249,985     | 273           | 5,453,019  | 5,947   |
| 1979-80 | 375,954             | 5,219    | 1.4               | 855      | 17.4              | 261,755     | 306           | 9,906,038  | 11,586  |
| 1980-81 | 390,256             | 4,515    | 1.2               | 875      | 19.4              | 241,057     | 282           | 6,964,784  | 8,118   |
| 1981-82 | 398,124             | 3,110    | .8                | 910      | 24.6              | 271,260     | 302           | 7,480,819  | 8,275   |
| 1982-83 | 395,181             | 2,587    | .7                | 795      | 21.7              | 255,385     | 329           | 11,416,347 | 14,712  |

<sup>1</sup>Calculated on the basis of the number of suggestions completed during the fiscal year.





**ANALYSE DE L'APPLICATION DU PROGRAMME DES PRIMES  
À L'INITIATIVE DEPUIS SA CRÉATION**

**SUGGESTIONS**

| Année     | Nombre d'employés | REQUES |                          | VERSEMENS |                        | ÉCONOMIES RÉALISÉES EN DOLLARS |                        |
|-----------|-------------------|--------|--------------------------|-----------|------------------------|--------------------------------|------------------------|
|           |                   | Nbre   | Pourcentage des employés | Nbre      | Pourcentage des primes | Valeur moyenne                 | Économies britanniques |
| 1953-1954 | 122,844           | 3,348  | 2.7                      | 126       | 4.0                    | \$ 1,905                       | \$ 37,470              |
| 1954-1955 | 126,860           | 3,081  | 2.4                      | 199       | 5.0                    | 3,664                          | 60,705                 |
| 1955-1956 | 134,085           | 3,411  | 2.5                      | 319       | 8.3                    | 5,336                          | 305                    |
| 1956-1957 | 304,071           | 5,475  | 1.8                      | 575       | 10.3                   | 13,194                         | 198                    |
| 1957-1958 | 309,792           | 7,257  | 2.3                      | 536       | 7.0                    | 14,387                         | 63,238                 |
| 1958-1959 | 311,478           | 10,366 | 3.3                      | 1,006     | 9.7                    | 33,812                         | 170                    |
| 1959-1960 | 314,979           | 6,044  | 1.9                      | 788       | 13.0                   | 29,881                         | 363                    |
| 1960-1961 | 320,976           | 5,823  | 1.8                      | 724       | 12.4                   | 26,820                         | 935,136                |
| 1961-1962 | 326,305           | 6,881  | 2.1                      | 870       | 12.6                   | 37,418                         | 519,267                |
| 1962-1963 | 327,402           | 9,783  | 3.0                      | 973       | 10.0                   | 37,901                         | 659                    |
| 1963-1964 | 324,472           | 5,611  | 1.7                      | 1,042     | 18.6                   | 39,856                         | 717                    |
| 1964-1965 | 319,294           | 4,884  | 1.5                      | 897       | 18.5                   | 46,663                         | 915,138                |
| 1965-1966 | 299,071           | 4,229  | 1.4                      | 789       | 18.7                   | 40,380                         | 1,119                  |
| 1966-1967 | 290,581           | 3,853  | 1.3                      | 641       | 16.6                   | 38,504                         | 645                    |
| 1967-1968 | 290,638           | 3,845  | 1.3                      | 672       | 19.5                   | 46,414                         | 773                    |
| 1968-1969 | 291,231           | 3,904  | 1.3                      | 775       | 20.5                   | 66,291                         | 1,020                  |
| 1969-1970 | 308,022           | 4,299  | 1.4                      | 673       | 16.2                   | 88,516                         | 1,636,181              |
| 1970-1971 | 309,358           | 4,091  | 1.3                      | 744       | 17.6                   | 94,535                         | 2,431                  |
| 1971-1972 | 307,578           | 4,395  | 1.4                      | 744       | 18.7                   | 92,710                         | 1,722                  |
| 1972-1973 | 319,573           | 4,368  | 1.4                      | 940       | 23.2                   | 140,170                        | 1,224,620              |
| 1973-1974 | 330,723           | 5,065  | 1.5                      | 985       | 21.5                   | 164,870                        | 1,582                  |
| 1974-1975 | 338,303           | 4,150  | 1.2                      | 860       | 22.0                   | 131,345                        | 14,712                 |
| 1975-1976 | 347,323           | 3,753  | 1.1                      | 810       | 20.6                   | 122,170                        | 2,537,278              |
| 1976-1977 | 355,513           | 4,204  | 1.2                      | 913       | 19.4                   | 165,280                        | 2,699                  |
| 1977-1978 | 364,511           | 4,165  | 1.1                      | 868       | 21.4                   | 197,595                        | 2,633                  |
| 1978-1979 | 381,449           | 4,460  | 1.2                      | 917       | 21.5                   | 249,985                        | 2,594,450              |
| 1979-1980 | 375,954           | 5,219  | 1.4                      | 855       | 17.4                   | 261,755                        | 2,502,956              |
| 1980-1981 | 390,256           | 4,515  | 1.2                      | 875       | 19.4                   | 241,057                        | 2,066,078              |
| 1981-1982 | 398,124           | 3,110  | 1.0                      | 910       | 24.6                   | 271,260                        | 3,318                  |
| 1982-1983 | 395,181           | .7     | .7                       | 795       | 21.7                   | 255,385                        | 8,884                  |

<sup>1</sup> Le pourcentage des suggestions retenues est calculé d'après le nombre de suggestions étudiées pendant l'année financière.

| PROGRAMMES DES PRIMES À L'INITIATIVE |                               | TRAITEMENT DES SUGGESTIONS REÇUES                |                           | ORGANISMES                       |                                | REPORTÉES   |                                    | REÇUES                             |                                       | EXAMINÉES DE NOUVEAU             |                                     | PRÉCÉDENTE       |                         | DE L'ANNÉE                                       |                      | SUGGESTIONS                                     |   | REJETÉES                   |                              |                              |                                   |                        |                                  |                         |   |                   |                    |                        |               |               |                 |    |   |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |   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| Affaires extérieures                 | Affaires indiennes et du Nord | Agence canadienne de développement international | Archives publiques Canada | Bibliothèque nationale du Canada | Bureau du Vérificateur général | Commission canadienne des transports de la personne | Commission de la fonction publique | Commission des langues officielles | Commission de contrôle des transports | Commission de l'énergie atomique | Commission de la capitale nationale | Conseil fédérale | Court suprême du Canada | Développement économique (Département d'État au) | Environnement Canada | Finances, Comptes du Trésor, Contrôleur général | Industrie et Commerce/Expansion écon. (ex.g.) | Musées nationaux du Canada | Office national de l'énergie | Postes et Télécommunications | Revenu Canada (douanes et accise) | Revenu Canada (impôts) | Santé et Bien-être social Canada | Sciences et Technologie | Secteur des conférences intergouvernementales | Serreteria d'Etat | Statistique Canada | Travaux publics Canada | Trafic Canada | Trafic Canada | TOTAL 1982-1983 |    |   |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |     |    |     |    |     |    |    |   |    |     |    |    |   |   |    |    |    |   |    |    |    |    |   |   |    |  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| 8                                    | 7                             | 20   | 24                        | 40                               | 41                             | 58  | 10                                 | 11                                 | 1                                     | 1                                | 1                                   | 1                | 1                       | 10   | 18                   | 617   | 18  | 475                        | 239                          | 284                          | 587                               | 240                    | 18                               | 2                       | 2   | 40                | 89                 | 3                      | 3             | 10            | 968             | 28 | 8 | 3 | 4 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159 | 62 | 153 | 31 | 95 | 8 | 80 | 625 | 26 | 26 | 4 | 3 | 33 | 10 | 35 | 2 | 29 | 37 | 37 | 26 | 1 | 1 | 36 | 199 | 15 | 159</td |

## ORGANISMS

\*Les employés appartenant à un régime salarial qui permet à la direction d'accorder des hausses de traitement ou des bonus pour rendement supérieur peuvent recevoir une prime sans récompense pécuniaire sous réserve de l'approbation du Conseil.

| Ministère  | Présentations approuvées | Nombre de récipiendaires et certificat remis | Montant versé |
|------------|--------------------------|--|---------------|
| AGR        | 2                        | 2  | \$ 3,000      |
| ASC        | 4                        | 4  | 6,000         |
| CC         | 1                        | 1  | 1,000         |
| CT         | 1                        | 1  | 1,000         |
| DN         | 16                       | 16   | 17,000        |
| EC         | 4                        | 4  | 5,500         |
| EIC        | 7                        | 8  | 7,750         |
| GRG        | 4                        | 4  | 5,500         |
| I et C/EEB | 1                        | 1  | 1,500         |
| MPO        | 2                        | 2  | 1,500         |
| SAC        | 2                        | 2  | 4,000         |
| SCC        | 2                        | 2  | 3,000         |
| SE         | 1                        | 1  | 1,000         |
| TC         | 17                       | 50   | 22,350        |
| TP         | 2                        | 6  | 6,000         |
|            |                          |  | 79,600        |

PROGRAME DES PRIMES AU MERITE  
1er avril 1982 - 31 mars 1983

| Année     | Organisations participantes | Nombre de primes approuvées | Nombre d'individuelles approuvées | Montant total versé |
|-----------|-----------------------------|-----------------------------|-----------------------------------|---------------------|
| 1964-1965 | 1                           | 1                           | 2                                 | \$ 1,000            |
| 1965-1966 | 5                           | 9                           | 12                                | 6,900               |
| 1966-1967 | 2                           | 2                           | 2                                 | 1,500               |
| 1967-1968 | 6                           | 15                          | 20                                | 10,600              |
| 1968-1969 | 6                           | 19                          | 19                                | 16,450              |
| 1969-1970 | 7                           | 13                          | 15                                | 15,200              |
| 1970-1971 | 12                          | 21                          | 23                                | 25,500              |
| 1971-1972 | 12                          | 30                          | 34                                | 44,500              |
| 1972-1973 | 12                          | 40                          | 45                                | 55,000              |
| 1973-1974 | 14                          | 54                          | 62                                | 68,500              |
| 1974-1975 | 10                          | 51                          | 52                                | 50,350              |
| 1975-1976 | 12                          | 46                          | 52                                | 58,550              |
| 1976-1977 | 12                          | 43                          | 68                                | 54,750              |
| 1977-1978 | 12                          | 60                          | 82                                | 84,500              |
| 1978-1979 | 12                          | 62                          | 76                                | 77,550              |
| 1979-1980 | 15                          | 81                          | 188                               | 108,150             |
| 1980-1981 | 13                          | 87                          | 119                               | 89,600              |
| 1981-1982 | 14                          | 97                          | 114                               | 64,550              |
| 1982-1983 | 14                          | 105                         | 14                                | 79,600              |

PROGRAME DES PRIMES AU MERITE  
ETAT DES OPERATIONS 1964-1982

ANNEE A

| ETAT DES DEPENSES DU CONSEIL |           | DES PRIMES D'ENCOURAGEMENT | Programme des primes pour services insigntes   |
|------------------------------|-----------|----------------------------|--|
| 1982-1983                    | 1981-1982 | \$ 17,170                  |  |
|                              |           | \$ 5,000                   | Programme des primes de gestion des ressources |
|                              |           | 271,260                    | Programme des primes à l'initiative            |
|                              |           | 64,550                     | Programme des primes au mérite                 |
|                              |           | 79,718                     | Programme des primes pour longs services       |
|                              |           | 13,473                     | Information                                    |
|                              |           | 3,515                      | Autres dépenses                                |
|                              |           | <u>\$438,096</u>           | <u>TOTAL</u>                                   |
|                              |           | \$448,953                  |  |

ETAT DES DEPENSES DU CONSEIL  
DES PRIMES D'ENCOURAGEMENT

**NOM** **MINISTÈRE** **DERNIER POSTE OCCUPÉ**

|                                 |                                 |                       |                       |                              |                                |                       |                                  |                             |                                    |                             |                             |  |  |                                    |                      |                                    |
|---------------------------------|---------------------------------|-----------------------|-----------------------|------------------------------|--------------------------------|-----------------------|----------------------------------|-----------------------------|------------------------------------|-----------------------------|-----------------------------|--|--|------------------------------------|----------------------|------------------------------------|
| Arthur R. Menzies               | Affaires extérieures            | John A. Morrison      | Revenu Canada (Impôt) | Wallace Muir                 | Bureau du Vérificateur général | Paul Olivier          | Ministre de la Justice           | Robert W. Rapley            | Chemins de fer nationaux du Canada | Frank J. Roberts            | Président et cadre exécutif | Basil Robinson                               | Commission de la Fonction publique du Canada | Albert C. Taylor                   | Archives publiques   | Directeur                          |
| Ambassadeur pour le désarmement | Ambassadeur pour le désarmement | Sous-ministre adjoint | Sous-ministre adjoint | Vérificateur général adjoint | Vérificateur général adjoint   | Sous-ministre associé | Gestionnaire général d'un groupe | Président et cadre exécutif | Principal de VIA Rail              | Président et cadre exécutif | Président et cadre exécutif | Commission de la Fonction publique du Canada | Principale du Canada                         | Principale de la Fonction publique | Principale du Canada | Principale de la Fonction publique |
| Arthur R. Menzies               | Arthur R. Menzies               | John A. Morrison      | John A. Morrison      | Wallace Muir                 | Wallace Muir                   | Paul Olivier          | Paul Olivier                     | Robert W. Rapley            | Robert W. Rapley                   | Frank J. Roberts            | Frank J. Roberts            | Basil Robinson                               | Basil Robinson                               | Albert C. Taylor                   | Albert C. Taylor     | Albert C. Taylor                   |
| Arthur R. Menzies               | Arthur R. Menzies               | John A. Morrison      | John A. Morrison      | Wallace Muir                 | Wallace Muir                   | Paul Olivier          | Paul Olivier                     | Robert W. Rapley            | Robert W. Rapley                   | Frank J. Roberts            | Frank J. Roberts            | Basil Robinson                               | Basil Robinson                               | Albert C. Taylor                   | Albert C. Taylor     | Albert C. Taylor                   |

| NOM                     | MINISTÈRE                         | DERNIER POSTE OCCUPÉ  |
|-------------------------|-----------------------------------|---|
| John F. Cochranne       | Postes Canada                     | Directeur de la gestion du service                                      |
| Lewis G. Crutchlow      | Défense nationale                 | Sous-ministre adjoint   |
| André Fortier           | Sciences humaines du Canada       | Centre d'amélioration du service  |
| Harold E. Garland       | Revenu Canada (Impôt)             | Sous-ministre adjoint   |
| Charles Gibbings        | Commission canadienne du blé      | Commissaire   |
| John G. Harstead        | Affaires extrêmes                 | Ambassadeur et représentant   |
| Stephen Handfield-Jones | Finances Canada                   | Sous-ministre adjoint   |
| William L. Haney        | Bureau du Conseil privé           | Conseiller principal  |
| Ralph L. Hennessy       | Conseil canadien des normes       | Directeur général   |
| Richard Humphrys        | Département des assurances Canada | Surintendant  |
| Albert Johnson          | Société Radio-Canada              | Président   |
| Hubert L. Laframboise   | Secrétariat du Conseil du Trésor  | Agent du programme d'affections temporaires                             |
| David Levitt            | Finances Canada                   | Directeur général   |
| Douglas T. McFarlane    | Affaires des anciens combattants  | Vice-président de la Commission des allocations aux anciens combattants |
| Walter M. McLeish       | Transports Canada                 | Administrateur de l'administration canadienne des transports aériens    |

| NOM             | MINISTÈRE                                    | DERNIER POSTE OCCUPÉ                          | POSSESSIONS       |
|-----------------|--|---|-------------------|
| Robert Adamson  | Société canadienne d'hygiènes et de logement | Vice-président                                | Lionel Barrière   |
| John D. Boyd    | Emploi et Immigration Canada                 | Directeur exécutif                            | Roderick D. Brown |
| Lionel Barrière | Postes Canada                                | Sous-ministre des postes adjoint et médiateur | Roger D. Brown    |
| Roger D. Brown  | Canada                                       | Consellier spécial en matière de programmes   | John D. Boyd      |

Conformément à la tradition établie à la demande de l'ancien gouverneur général, le très honorable Jules Léger, les agents qui ont pris leur retraite en 1982 recevront un certificat de retraite lors d'une cérémonie officielle qui se tiendra à l'Hôtel du gouvernement. On trouvera ci-dessous la liste des agents supérieurs qui seront honorés.

### PROGRAMME DE RETRAITE DES AGENTS SUPÉRIEURS

| CATÉGORIE                                | PRIME                  | ACTIVITÉ   | NIVEAU |
|--|------------------------|--|--------|
| PROGRAMME DES PRIMES POUR LONGS SERVICES |                        |  |        |
| 25 années de service                     | Plaque                 | Reconnaissance de services à la famille (personne décédée) | 172    |
| 7,090                                    | Certificat de retraite | Retraite après au moins 10 ans de service                  | 536    |
| 35 ans de service                        | Medaille de retraite   | Retraite après au moins 35 ans de service                  |        |

Ce programme est de loin le plus dynamique de tous ceux qui sont inscrits au programme des primes d'encouragement. Au cours de l'année dernière, aucune modification n'a été apportée aux formes de reconnaissance décrites. On peut se procurer les médailles de retraite au ministère d'Appropriations et Services Canada, le Secrétariat du Conseil des primes d'encouragement détient toutes les autres formes de reconnaissance à offrir aux employés. Le tableau suivant résume l'activité de la présente année.

### PROGRAMME DES PRIMES POUR LONGS SERVICES

3. Le ministre des Transaux publics Canada a proposé la candidature de cinq membres d'une équipe d'entretenir des installations de chauffage central; le ministre proposait de leur accorder une prime pour leurs réalisations de groupes en reconnaissance de leur contribution à la conservation des ressources. Grâce à leur dévouement, leur sens de l'initiative et leurs recherches approfondies, on a pu économiser des millions de dollars en ce qui a trait à la consommation d'énergie et au rattrapage des installations. Des qu'il a été de notoriété publique que cette équipe pouvait fournir efficacement un service des plus nécessaires, de plus en plus d'organismes ont eu recours à ses services au point qu'il assure aujourd'hui l'entretenir de 380 chaudières dans tout le pays. Comme elle assure l'entretenir de presque toutes les installations de chauffage du gouvernement, elle fait face à une tension importante à cause de cette charge de travail.

Le plus de son service, que l'on pourra considérer comme normal, sans plus, les membres de l'équipe ont réussi à résoudre des problèmes là où des experts-conseils du secteur privé avaient échoué. Ainsi par exemple, la Springhill Institution de Nouvelle-Écosse a éprouvé de sérieux problèmes avec ses tubes de chaudière que personne de l'extérieur n'avait pu corriger. La seule solution semblait être de remplacer la chaudière à un coût s'élevant à 1,5 million de dollars. L'équipe d'entretenir a réussi à déterminer et à résoudre ce problème, évitant ainsi ce remplacement très onéreux. Dans ce cas précis, ainsi que dans bien d'autres cas, le client a été très satisfait du service obtenu. Il est également important de souligner que l'équipe a mis sur pied deux programmes qui ont été très appréciés par le gouvernement et par le secteur privé. Il s'agit du chauffage central. L'équipe s'est vu décerner le prix canadien du génie conseil pour son système de surveillance.

Le Conseil a décerné une prime de 5,000 dollars que devront se partager également les membres de l'équipe.

Le Conseil a décerné à M. Howe une prime de 2,000 dollars.

M. Howe a collaboré avec la GRC à cette enquête qui a porté sur des entreprises de bonne réputation, dont des chaînes de grands magasins. Cette enquête a prouvé que les consommateurs canadiens avaient été escroqués par ces entreprises, qui ont été reconnues coupables. Grâce en partie à la contribution de M. Howe, l'industrie a dû prendre des mesures correctives. On estime à quelques millions de dollars les avantages qui découlent des mesures adoptées par l'industrie afin d'améliorer les pratiques de commercialisation et d'établissement des prix.

Il s'est occupé d'un cas particulièrement important qui a eu des conséquences considérables sur le secteur des ventes et de l'évaluation dans l'industrie des bijoux. Au cours d'une enquête sur deux opérations bien en vue pour promouvoir la vente de diamants non serrés, M. Howe a tiré des pratiques bien connues de vente pour promouvoir la vente de diamants non serrés. Ces pratiques étaient de piétre qualité et étaient sur-évaluées. M. Howe a fait part de ces détails à la Gendarmerie Royale du Canada qui a entrepris une enquête à ce sujet.

2. Consommation et Corporations Canada a proposé la candidature de M. W.C. Howe pour une prime au mérite en reconnaissance du succès remporté par une importante entreprise. Depuis qu'il s'est joint à la Direction des pratiques commerciales en 1971 en tant qu'enquêteur, M. Howe a fait preuve d'un dévouement exceptionnel et d'une grande diligence pour tous les cas dont il s'est occupé. Durant toutes ces années, il s'est vu constamment attribuer, à sa demande, des enquêtes portant sur des sujets particulièrement complexes. Son succès témoigne du dévouement dont il a fait preuve pour son acquisitif.

Le Conseil a décerné à Mme Osser une prime au mérite de 2,000 dollars.

Au cours des quatre dernières années, Mme Osser a été gestionnaire de projet pour le garage de Mirabel, soit des installations de 2,5 millions de dollars qui servent à l'entretenir et à l'entrepo- sage. En plus de ses fonctions, elle a assumé des responsabilités en tant qu'architecte puis qu'il y avait personne de disponible pour ce projet. Malgré cette imposante charge de travail, Mme Osser s'est acquittée de ses fonctions avec un professionnalisme consommé. Elle s'est toujours préoccupée de l'utilisation efficace des ressources et elle a vu à ce que les conditions des marchés soient remplies dans l'intérêt de la Couronne. Grâce au dévouement de Mme Osser, on a pu compléter à temps le projet tout en respectant le budget alloué et ce, à l'entière satis- faction du client.

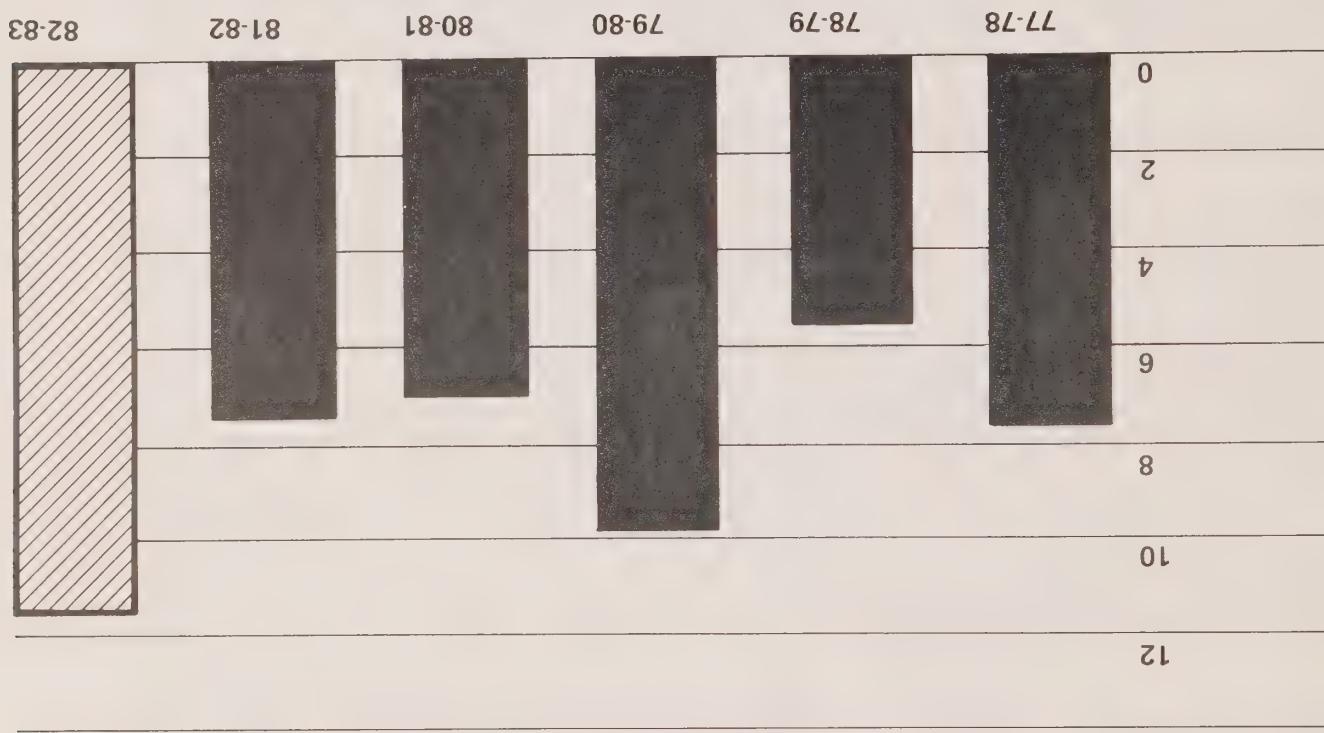
Dépôts son entrée en fonction à l'automne 1973, Mme Osler s'est distinguée par son rendement exceptionnel dans trois domaines de responsabilité: en tant qu'assistante du chef de la conception et de la construction d'un terminal à la conception d'un terminal à Charlottetown. Il a été nommé chef du contrôle de l'environnement (fonction supplémentaire qu'elle a assumée à sa demande); et pour sa participation à la conception d'un terminal à Charlottetown.

1. On a proposé la candidature de Mme Maria Osser en reconnaissance de son rendement exceptionnel au cours de nombreux années et de sa contribution majeure en tant que gestionnaire du projet de garages pour les transbordeurs de Mirabel.

Au cours de la dernière année financière, le Conseil des primes d'encouragement a approuvé 64 présentations, ce qui a permis à 14 ministères de recommander le rendement méritoire de 105 employés. La définition de ce rendement méritoire est longue et détaillée mais il suffit de préciser ici qu'il s'agit d'un rendement supérieur ou exceptionnel. Voici plusieurs cas où l'employé a reçu une prime au mérite:

Dépoussi sa création, soit depuis près de 19 ans, le Programme des primes au mérite a contribué à l'amélioration des relations employeur-employés. Alors que les estimations sont libres de recourir à ce programme lorsqu'ils le jugent nécessaire, la participation au programme n'est pas élevée. Il faut toutefois se rappeler que le but principal du programme est de reconnaître le rendement exceptionnel.

## PROGRAMME DES PRIMES A L'INITIATIVE



## ÉCONOMIES RéALISÉES GRÂCE AUX SUGGESTIONS DES EMPLOYÉS (millions de dollars)

La Grade cotière de l'Quest tire grandement profit de la suggestion de M. Sam Delicate de Victoria, Colombie-Britannique. Par le passé, les anciens en béton que l'on utilisait pour attacher les aides à la navigation étaient constitués à partir de coffrages verticaux en bois. M. Delicate a proposé que l'on utilise un coffrage conique permanent d'une grue pourrait lever une fois que le béton sera à peine sec. On a accordé à M. Delicate un prix de 690 dollars, car sa suggestion a permis d'économiser au moins 9,700 dollars pour le matériel et la main-d'œuvre.

Le capitaine chef T.E. Nickerson et le caporal J.P. Mahoney, tous deux des forces canadiennes de Gagetown, se sont partagé une des plus importantes primes accordées durant cette période. Avant que ces deux militaires présentent leur suggestion, il fallait remplacer presque toutes les pièces des chars d'assaut Leopard, qui doivent circuler sur le terrain très accidenté du Nouveau-Brunswick, afin de corriger un défaut. Au bout d'environ 1,000 kilomètres, on notait une usure excessive des carters des couples de roues. Afin d'éliminer ce problème, les deux militaires ont conçu une plaque anti-usure en acier devant être montée sur le carter. Cette suggestion, qui a permis d'économiser 615,256 dollars, leur a valu un prix de 7,600 dollars.

Au tout début de la présente année financière, beaucoup d'organisations participantes ont signé la charte bon de tenir un colloque de formation qui seraient organisées par le Secrétariat du Conseil des Primes d'encouragement. C'est pour répondre à ces demandes que l'on a mis sur pied, à l'intention des coordinateurs du programme, un atelier portant sur les primes à l'initiative. Plusieurs des 42 participants ont apporté une retouches positive, insistant sur la nécessité de continuer à fournir des renseignements sur le programme. Le fait que les ministres ont commis moins d'erreurs lors de la présentation de leurs candidats témoigne du succès remporté par cet atelier. Tous les coordinateurs des organisations participantes assureront la continuité de ce programme et彼此 eux font un excellent travail. Toutefois, à cause du volume très élevé de personnes, le programme ne peut pas compter sur des coordinateurs d'expérience qui soient bien formés. Plus que cette situation ne changeira vraiment pas, la formation des coordinateurs se verrait encore longtemps nécessaire pour assurer la priorité.

« Il est de la politique du Gouvernement, dans les domaines de la gestion du personnel, de reconnaître l'importance des idées pratiques soumises par les fonctionnaires fédéraux pour l'amélioration des services.»

Le programme des primes à l'initiative est l'un des moyens les plus efficaces de reconnaître la contribution d'un employé à la Fonction publique. On peut dire que même 30 ans après sa création, le but original du programme demeure inchangé. Ainsi qu'il en est fait mention dans nos règlements:

PROGRAMME DES PRIMES À L'INITIATIVE

|      |                             |      |                             |
|------|-----------------------------|------|-----------------------------|
| 1966 | Wilfrid B. Lewis, C.C.      | 1967 | Robert B. Bryce, C.C.       |
| 1968 | Louis Rasminsky, C.C.       | 1969 | Marcel Cadieux, C.C.        |
| 1970 | James M. Hartison, C.C.     | 1971 | Norman McLaren, C.C.        |
| 1972 | R. Gordon Robertson, C.C.   | 1973 | A. Edgar Ritchie, C.C.      |
| 1974 | S. Simon Reisman, O.C.      | 1975 | Jack H. Warren              |
| 1976 | Stuart M. Hodgson, O.C.     | 1977 | Sylvain Cloutier, O.C.      |
| 1978 | Thomas K. Shoyama, O.C.     | 1981 | W. Edmund Clark             |
|      | Gaelan Lussier, O.C.        |      | Klaus Goldschlag            |
|      | Gordon F. Osbaldeston, O.C. |      | Gordon Lussier, O.C.        |
|      | Douglas F. Parkhill         |      | Gordon F. Osbaldeston, O.C. |

RECIPIENDAIRES DU PRIX DEPUIS SA CREATION

de mardi.

Les nominations présentées en 1982 ont permis de constater que l'on ne s'écartait pas beaucoup de la pratique des années précédentes. Le comité de sélection du Premier ministre examinera les candidatures dans les mois à venir et, une fois que les récipiendaires auront été choisis, une cérémonie de remise des prix aura lieu à l'Hotel du Gouvernement. Conformément à la pratique établie, son Excellence le Gouverneur général présentera les prix en présence du Premier ministre et d'autres invités.

Depuis la création du programme en 1996, le prix pour services insignes a été décerné à dix-huit fonctionnaires. Présente alors comme le programme du Premier ministre et considéré comme le prix plus important qui puisse être décerné dans la Fonction publique, il n'a rien perdu de sa stature aujourd'hui encore. Les candidats doivent occuper des postes supérieurs dans la Fonction publique; ils peuvent provenir de tous les domaines d'activités possibles puisque le programme a pour but de reconnaître les réalisations exceptionnelles. On peut décerner chaque année jusqu'à cinq prix.

## PROGRAMME DU PRIX SERVICES INSIGNES

| PRESIDENT                            |   |
|--------------------------------------|---|
| CONSEIL DES PRIMES D'ENCOURAGEMENT   | M. Peter Meyboom                          |
| MEMBRES                              |   |
| Sous-secrétaire                      | M. Roma Bertrand                          |
| Sous-commissaire principal           | Sous-commissaire principal Canada         |
| Service correctionnel Canada         | M. Donald K. Goodwin                      |
| Affaires indiennes et Inuit          | Programme des Affaires indiennes et Inuit |
| Affaires indiennes et du Nord Canada | Maj.-général C.M. Kinney                  |
| Défense nationale                    | Sous-ministre adjoint associé (Politique) |
| Secteur de la Statistique économique | M. Guy Léclerc                            |
| Statistique Canada                   | Statisticien en chef adjoint              |
| Sous-ministre adjoint                | Sous-ministre adjoint associé (Politique) |
| Mme Wendy Porteous                   | Mme Wendy Porteous                        |
| Opérations                           | Sous-ministre adjoint                     |
| Travail Canada                       |   |

L'année financière 1982-1983 revêt un caractère spécial puisqu'elle marque le 30e anniversaire de la création du Programme des primes d'encouragement. Au cours des ans, tous les programmes ont connu un certain succès et ont résisté à plusieurs examens portant sur leur validité. Les primes font l'objet d'une étude régulière et, lorsqu'e此t possible, on les compare à celles qui sont accordées par d'autres gouvernements et par le secteur privé. Le Conseil des primes d'encouragement a veillé à contrôler les modifications qui ont été apportées au lieu de travail et à ajuster ses programmes afin de répondre aux nouvelles exigences.

Le Conseil du Trésor a autorisé, le 28 novembre 1952, la mise en oeuvre du Programme des primes à l'initiative qui constituaient la pierre angulaire du plan qui compéte maintenant dans le programme des primes. Le programme des primes d'encouragement permet aux gestionnaires de reconnaître d'une manière appropriée la contribution de certains employés, soit qu'ils aient suggéré des initiatives, posé des gestes méritoires ou eu un rendement exceptionnel.

Depuis trente ans, des dizaines de milliers d'employés ont tiré profit du Programme des primes d'encouragement. On a honoré plus de mille employés par le biais des programmes axés sur le rendement et bien d'autres encore ont reçu des distinctions pour marquer une étape dans leur carrière. C'est encore au cours de cette période que l'on a mis en application un programme créé par les employés, lequel a permis de réduire les dépenses gouvernementales de plus de 150 millions de dollars; ce montant est un impressionnant si l'on tient compte du fait que seulement 37,000 dollars avaient été épargnés durant la première année.

Les opérations durant la période examinée ne démontrent aucun écart important au rendement prévu. Le Secrétariat du Conseil des Primes d'encouragement a réussi à atteindre ses objectifs concernant l'amélioration des communautés avec les organisations participants. C'est pour quoi des membres du Secrétariat ont rendu visite à plusieurs coordinateurs et gestionnaires supérieurs des ministères qui sont responsables des programmes de primes afin de discuter de problèmes communs. Ces visites ont permis de déterminer les points forts et les faiblesses du programme vus par les ministres et ont permis au Secrétariat de répondre aux besoins précis de certains organismes en dispensant par exemple des séances d'information destinées aux gestionnaires et aux employés de la région de la Capitale nationale et d'ailleurs.

Vous trouverez dans le présent rapport toutes les précisions sur le fonctionnement de chaque programme faisant partie du Programme des primes d'encouragement.

## INTRODUCTION



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